

**Annual Narrative Report of Superintendents and Regional Directors -
Fiscal Year 1999 - (October 1998 through September 1999)**

INTRODUCTION

Fiscal year 1999 was a tremendously successful year for the National Park Service (NPS) at Fort McHenry National Monument and Historic Shrine. The park functioned on a base-operating budget of \$1,520,000. We continued fee collection under the terms of the recreation fee demonstration program. Through this program the park retained over \$300,000 in admission fees for high priority projects to improve visitor facilities and services and to better preserve Fort McHenry's historic structures. In addition to these funding sources, the park received special NPS funding for a variety of cyclic maintenance and other projects, including over one million dollars toward completion of the comprehensive rehabilitation of the Star Fort and associated structures. In short, the infusion of operating and project dollars created an atmosphere of activity and excitement throughout the park.

The work undertaken in FY 1999, much of it possible solely through project and fee demonstration program funds, was geared toward achieving the annual targets outlined in Fort McHenry's Strategic Plan. This 5-year plan (1998-2002) includes goals for improving and maintaining the condition of many historic structures and museum collection objects, and for ensuring that visitors are satisfied with park facilities and leave Fort McHenry with an understanding of the site's history. We are pleased to report that during FY 1999 we improved the condition of nine historic structures from "poor" or "fair" to "good." This brings our total number of structures in good condition up to 27 out of 40. With this success, we are already ahead of meeting our original 2002 goal of 20 structures in good condition. We have now raised the bar in reaching for 29 out of 40 structures in good condition by 2002. In reaching for this goal it is important to consider that each structure, once elevated to good condition, must then be maintained in the improved condition.

We improved storage and display conditions for our museum collections. Work on new exhibits for the Star Fort, which began in 1998, continued this year. The exhibit in senior officer's quarters was completed and formally opened with a ribbon cutting ceremony involving a number of local dignitaries. The combination of more accurately refurbished rooms and other interpretive exhibits has greatly improved our ability to tell the story of Fort McHenry's role in the Battle of Baltimore. Fee demonstration monies will support continuing efforts to improve additional exhibits in the Star Fort.

As part of the process of measuring our success for goals relating to visitor satisfaction with park facilities and visitor understanding of the park's significance, a visitor survey was conducted during the summer of 1999. The results indicate that we are doing a good job of providing visitors with facilities and services that meet or exceed their expectations (98%) and that many visitors (71%) come away from a visit to Fort McHenry grasping the site's importance as part of our American heritage.

We continued to experiment with operational changes to be more efficient and effective. The establishment of two separate work crews in the maintenance division, one at Fort McHenry and one at Hampton National Historic Site (co-managed with the fort) has worked well. This has cut down on time spent traveling between the sites and gave employees greater ownership in their projects. An experiment to contract for janitorial services has not resulted in quality service for the visitor. The park will move back to providing this service by NPS staff in FY2000. It is important to note that Fort McHenry's operating budget supports Hampton NHS by roughly \$200,000 each year and will continue to do so until that site receives a substantial base operating increase.

Special events and visitors placed Fort McHenry in the spotlight several times during the year. President Clinton was on site on several occasions enroute to meetings in Baltimore. The President and First Lady of Estonia visited the park in April. We continued our annual Defenders' Day event as a 3-day living history encampment, named the Star-Spangled Banner Weekend. It was a highly effective series of programs and activities, enjoyed by over 10,000 visitors.

Fort McHenry continued to enjoy the support and cooperation of many partners. The Patriots of Fort McHenry, the park's nonprofit fundraising partner, helped fund events and programs and furthered the effort to replace the outdated visitor center. Park staff worked cooperatively with the Maryland National Guard, the Smithsonian's National Museum of American History, the National Aquarium in Baltimore, the Telephone Pioneers, Maryland Questers and a variety of other partners to further park goals. As always, the Locust Point community, the local elected officials and our congressional delegation showed their support for Fort McHenry.

In summary, the National Park Service was able to apply greater resources than ever before to the important work of preserving Fort McHenry for the benefit and enjoyment of current and future generations. The park's Strategic Plan has given us a framework for prioritizing the park's needs and creating achievable ways to reach our long-term goals. Our progress has been remarkable, as outlined in the following pages. We look forward to similar success in the year 2000.

STEWARDSHIP

Resource Management

In FY99, extensive work continued on the Fort Restoration Project. The park contracted with Allied Construction Company for repair and reconstruction of several major sections of the breast height walls in the Star Fort. Masonry repairs were also conducted on the parapets of the barracks buildings. Tin roofs were replaced on A and D Buildings. Subsurface drainage lines were cleaned and additional drainage lines were laid on either side of the Ravelin and in the Water Battery. The main postern drain and subsurface line carrying water to the river from the fort was cleaned and repaired. Also, a liner was inserted into this main cast iron drain to facilitate evacuation of water from the fort.

Archeology work was conducted before and during these excavations to monitor and mitigate any loss of historic features.

Additionally, in the spring of 1999 the park contracted with the National Park Service Historic Preservation Training Center to repair and repoint major sections of the perimeter wall around the Civil War Powder Magazine. The crew also selectively repaired and repointed the masonry on the exterior walls of the main building.

The park curator coordinated and facilitated the completion of six Section 106 projects. Some of the work included in this review process was the repair of a subsurface drain in the overflow parking lot, installation of a new gate entrance to the adjacent Fire Boat Station, lead abatement work in employee quarters, and further construction of exhibits materials in the Star Fort. All projects were approved with a "no effect" determination. The park's Resource Management Plan was revised and updated by park staff and approved by the superintendent.

Staff completed the annual Controlled Property Inventory and the Random Sample Inventory of the park museum collection. Four accessions of artifacts were accepted into the park collection including archeology uncovered during the restoration project, archival documents and an 1812 cot for exhibition in the Junior Officers' Quarters.

The computerized data logger system that records temperature and humidity levels in the museum collection storage facility was upgraded.

Staff continued to serve as support and research team members on the Smithsonian project, uncovering new information on the history of the original star-spangled banner. The park curator and historian attended several joint meetings in Baltimore and Washington with the various members of the project team from the National Museum of American History. The new information about the flag will be published by the Smithsonian in the fall of 1999 and was also incorporated in Scott Sheads' book "The Guardian of the Star-Spangled Banner", released in September 1999.

The park curator and historian provided extensive research information and on-site assistance to the A & E History Channel during the production of a documentary film on the Smithsonian's restoration of the star-spangled banner. The Fort McHenry Guard provided interpretive support to the Smithsonian for their Family Day program in September 1999.

Scott Sheads and Anna von Lunz published an article in the Maryland Historical Society Magazine entitled, "Defenders' Day, A Brief History 1815-1998" (Summer 1999). Staff member (Sheads) published the book "Guardian of the Star-Spangled Banner: Lt. Colonel George Armistead and The Fort McHenry Flag" (Toomey Press, 1999).

The curator completed a research thesis study project outlining an overview of archeological projects at Fort McHenry from 1958 to 1999.

The horticulturist worked with the Cultural Landscapes Inventory Coordinator from the Philadelphia Support Office to complete the Fort McHenry Cultural Landscape Inventory - Revised Level 0.

Archeologist John Pousson completed the installation of ASMIS in the park and continued with the research needed to complete the Overview and Assessment of Archeology at Fort McHenry.

Outreach With Other Parks and Organizations

Staff provided assistance to the Masters in Historic Preservation Program at Goucher College – students in a Preservation Technology class conducted fieldwork at Fort McHenry in the Star Fort.

Staff presented a slide talk at Washington College on the history of the star-spangled banner and the role of women in that endeavor.

Chesapeake Flotilla Project

The park hosted an exhibit on the Flotilla Project through late summer.

PUBLIC SERVICE

Interpretation

Interpretive staff with major support from the Area Services Division and Harpers Ferry Center staff completed 95% of the construction and installation of the Armistead Quarters Exhibit. A ribbon cutting ceremony was held on June 24th to open the new exhibit. Representatives from the park Congressional Delegation, Harper's Ferry Center, and various Washington and Regional Office personnel attended. This project was funded through donations and through Fee Demonstration Program monies.

Additional Fee Demonstration Program exhibits were completed largely with volunteer labor in the 1806 Guardhouse and the 1814 Barracks. Work was started on a similar project in the 1812 powder magazine.

The Privateering Children's Program begun last year was revised and offered daily to young visitors during the summer.

The celebration of Defenders' Day was again offered as a three day living history event. Park staff coordinated the event, which included a living history program in Baltimore at the Star-Spangled Banner Flag House and the Inner Harbor. A two-day encampment of over 100 living history 1812 soldiers and camp followers took place on the park grounds. An evening program included the Army Field Band, tactical demonstrations by "troops", an artillery barrage and fireworks. Living history reenactors came from as far away as Wisconsin to participate in the event that attracted over 10,000 visitors in the two days of activities at the fort.

Planning continues on the restoration of furnishing exhibits for the Junior Officers' Quarters and plans are being completed for the erection of a replica mid-19th century 650' post-rail fence around a portion of the Star Fort.

Education

The Defenders' Room was fully integrated into daily interpretive operations offered to school groups, children's programs, and mixed groups during inclement weather. Two teachers' workshops were held with 118 teachers attending. Over 500 teacher's guides were distributed.

The park education coordinator is serving on the Star-Spangled Banner Education Committee of Maryland, a group made up of several museums and historic sites with common themes. This association has provided opportunities for park representatives to meet with Baltimore County school teachers with additional outreach planned in the coming months.

Public Information

More than 20 press releases were prepared by the Public Information Officer and published. The PIO had contacts with a variety of news and promotion related organizations including the Baltimore Office of Promotion, the Baltimore Sun, Baltimore Guide, The Enterprise, Essentially America, Baltimore Magazine, Where Baltimore, Smoke and Fire News, Journal for the War of 1812, the Civil War News, Baltimore's Child and the Montgomery County Times. An effort to network with Washington D.C. area newspapers was successful. The Washington Times did a feature article on the Fort and the Washington Post covered some special events. Local television stations such as WBAL, WBFF and FOX 5 covered special events in the park.

The park's voice mail system generated 211 (through August) requests for historical information on the park.

The park's web page was adapted this year to allow visitors to send inquiries through email. The park receives an average of five to ten email requests per week. The web page is also being expanded to include the Teacher's Guide and continues to be linked to the very expansive and well-done web page maintained by volunteer Gene Towner. Internet users now have access to information on management issues, historical topics, operations, and orientation information.

Publisher and author Daniel Toomey donated \$250 to the park library. Twenty-one special collections for various park-related themes were created, including the Armistead Papers, the Star-Spangled Banner Papers, and Historic Structures. Sixty-eight new books were purchased. The annual inventory was completed in September 1999.

Law Enforcement and Emergency Medical Services

The need for law enforcement responses continued to be minimal throughout the year. The high profile of staff on site with roving interpreters and maintenance staff regularly on the grounds assists in discouraging any problems. Dignitary protection for presidential and vice presidential visits creates a significant workload for several days prior to each visit. Over the fiscal year law enforcement cases included shoplifting, vandalism and theft from vending machines, disorderly conduct, and minor motor vehicle accidents. Twenty-seven after-hours responses to alarm calls and trespass incidents were made by required occupants.

Emergency medical demands for the year followed past norms. There were sixteen medical cases recorded in the fiscal year. One of these cases, the fall of a person climbing a cannon, required transport for medical care. Additionally, an accident occurred between a golf cart and four volunteers during the "Living Flag" special event that resulted in four minor injuries. All other cases were minor, mostly of the band-aid/bee sting variety.

Maintenance

A formal agreement with the Telephone Pioneers of America saw a dramatic improvement in volunteerism in the Maintenance Division. This group completed the addition to the FM loop and sponsored a one-day event, during which 300 volunteers completed fourteen different projects.

Through a partnership the park has developed with the National Aquarium in Baltimore we have completed four clean-ups of the adjacent marsh area. This effort has not only served to improve the view shed but also increased understanding of this fragile ecosystem. The Aquarium staff is developing an inventory of the plant life, an up-to-date bird inventory, and a total on types and quantities of debris that has been deposited into the marsh.

Staff completed pruning trees throughout the park, elevating crowns and removing deadwood for visitor safety and to improve efficiency of grounds maintenance operations in these areas.

Renovation of the parade grounds and adjacent turf within the Star Fort was completed by maintenance staff. The landscape planting at the west entrance to the Visitor Center was renovated by a volunteer project in cooperation with the Community College of Baltimore County and the Summer Youth Employee Training Program. Using a design prepared by park staff, the planting bed was restored to approximate the design prepared for the landscape as part of the original Mission 66 construction.

The horticulturist continues to work on installing new directional signage for Fort McHenry at critical locations outside the park, eliminating major complaints from visitors.

Cyclic Funding:

The security gates on the Bombproofs and Magazines were repaired. The most extensive work was done at Magazine # 3. This work entailed having the gates reworked, getting the stonework pinned in place and repainting everything.

The rising damp issue was intensively researched and paving along A Building was reworked. An English mason was contracted to assist with some sub-surface issues. Due to an intense construction schedule the work was rescheduled until the second quarter of FY 2000.

Repainting/regrouting of the statue bases was contracted. The initial bidder was disqualified due to his proposed method of cleaning which was too aggressive for the State Historic Preservation Office and the National Park Service. Due to the temperature requirements needed to complete this work the job will not start until the third quarter of FY 2000.

Rehabilitation of the Visitor Center restrooms was a late funded project. All the materials were ordered with work anticipated to begin in January 2000. This work will consist of a total makeover of the restrooms with all fixtures, wall surfaces and partitions being upgraded. Several issues are related to this project - the present restrooms are not handicap accessible and adaptability requires major alterations to the structure. Also, renovation will cut the number of fixtures in half, which will further reduce the efficiency of the structure and cause more congestion during peak visitation.

New trash receptacles and picnic tables were purchased and installed in the picnic area. Volunteer labor constructed the units and the park rehabbed some of the existing units.

Concrete walk repairs were made to the Visitor Center entrance walk and parking lot islands. Settlement and deterioration from ice-melting chemicals caused extensive damage to these areas over the years.

A new air compressor system was purchased for the shop. Actual installation will follow the existing construction. The new system is larger, quieter, and has a larger, more efficient tank than the present system.

Surface drain work varied from replacement of inlet drains, unclogging and repairs to exit lines and pointing of drains and gutters.

The anticipated asbestos abatement in the attic areas of the fort buildings was found to be unnecessary. Upon inspection, no asbestos was found. All the attics were inspected with negative results.

Volunteers

Living history volunteers presented two major events to visitors: the Civil War Encampment in April and the Star-Spangled Banner Weekend in September in honor of Defenders' Day. The Fort McHenry Guard additionally provided living history interpretation in the Star Fort on weekends throughout the summer.

Living history volunteers represented Fort McHenry at a number of off-site events with other agencies such as: the Museum of American History – Smithsonian Institution; Manhattan Sites - National Park Service; Riversdale Mansion - Maryland National Capital Parks and Planning Commission and a historic seaport festival sponsored by the City of Baltimore.

The park used bonded and trained VIP staff to assist in the collection of fees throughout the year. Volunteers covered staff shortages approximately nine to ten days during the summer season. Without their assistance, the Visitor Center would have been closed for three hours on each of these days.

A successful recruitment effort yielded sixteen new volunteers. Recruiting was aimed at filling vacancies in maintenance, living history and visitor services volunteer positions.

Volunteer hours in FY1999 were 17,049 (16,546 in FY1998). This exhibits a net increase of 503 hours. Contributions for FY99 are broken down as follows:

Patriot support:	200 hours (board member support in meetings and activities)
Visitor Service:	16,499 hours
Maintenance:	350 hours

Volunteers gave two new programs this summer. Visitor Services volunteers researched, planned and presented a daily children's program highlighting privateering in the War of 1812. Living history volunteers offered a timeline of the fort's history one weekend a month during the summer.

Public Use, Special Park Uses and Permits

Special uses and events consumed a significant amount of staff time through the year, particularly in late spring and early summer when normal visitation demands are at their highest.

The park issued special use permits through the fiscal year summarized as follows:

- Four walks, tours, thons.
- Five military ceremonies including change of command, reenlistment, promotions.
- Ten other activities including performances by singing groups, weddings, and meetings.

- The National Flag Day Foundation's "Living Flag" event that brought 3,025 school children to the fort in 55 busses.
- The National Flag Day Foundation's Flag Day event, an evening program, involved a crowd of approximately 2,500 on a rainy day.
- In addition, the park issued six film permits during the fiscal year. All filming was minor in scope, without significant impacts on park operations.

The park sponsored the following events through the year:

- The sixth annual Civil War living history weekend with a crowd of 6800.
- Three tattoos with the Navy on July 18 (488 in attendance) and the Army on July 25 (625 in attendance) and Marines on August 22 (A record 2327 in attendance).
- The annual Defenders' Day celebration was incorporated into a Star-Spangled Banner Weekend on September 11-12th. Over one hundred 1812 living history soldiers and camp followers from across the eastern U. S. staged a weekend educational event on the fort grounds. Over 10,000 visitors came to the weekend programs.

Special visits:

- The president was in the park on December 23, 1998, en route to activities in Baltimore.
- The president and First Lady of Estonia visited the park on April 6, 1999. President Lennart Meri toured the fort in a visit hosted by the National Park Service and the Maryland National Guard.
- The president was in the park on July 14, 1999, en route to a Democratic Leadership Committee meeting in Baltimore.
- The park prepared for a vice-presidential visit on July 28, 1999, which was cancelled at the last minute due to bad weather.
- Three times during the year, protection staff hosted Department of State or Department of Defense dignitary protection training exercises.

Commercial Uses:

- The park managed three Incidental Business Permits issued to trolley/shuttle services during the fiscal year. The permits run for a two-year period. On the whole, the three permittees ran their operations well, supporting park operations. The National Historic Seaport gained the city's permission to operate the city pier that ties to fort property. After some start-up glitches the operation generally ran smoothly with the Water Taxi service delivering an increased number of visitors to the Fort by boat. In August alone, almost 18,000 passengers arrived at the Fort by boat (up from 7,327 in August of 1998).

Visitation:

- Visitation for calendar year 1999 is running slightly behind that totaled in calendar year 1998, down .8% through August. In calendar year 1998, visits totaled 685,444 persons which was an 3.6% increase over calendar year 1997.

Fees

The park continued to participate in the national Recreation Fee Demonstration Program. This program will result in the collection of approximately \$383,000 for the fiscal year, of which 80% or about \$300,000 stays in the park. This is an increase of 5% over the fees collected in FY1998.

A priority list of resource protection and visitor service projects of over \$500,000 was revised and submitted for approval to expend two additional years of fee demonstration monies.

The park used bonded and trained VIP staff to assist in the collection of fees.

RESPONSIBILITY

Fiscal

The park's operating budget (ONPS) for FY1999 was funded at \$1,520,000. Additional sources and amounts of National Park Service funding are shown.

Cyclic Projects	\$134,961.00
Volunteers-in-Parks	<u>\$ 7,500.00</u>
Total	\$142,461.00

Total NPS funds available in FY1999 \$1,662,461.
(ONPS plus above total)

In addition to funds available through the federal appropriations in FY1999, the park benefited from the following:

Fee Demonstration Program	\$342,006.04
Donations to Park Accounts and to Friends Group	\$ 16,874.00

Total donations stack up this way for FY99:

Donation Box	\$ 6,639
Daughters of 1812	\$ 1,435
Miscellaneous	\$ 300
Patriots (cash)	<u>\$ 8,500</u>
Total:	\$ 16,874

Personnel

Fort McHenry utilized a total 31.2 FTE. The Maintenance Mechanic Supervisor position was filled this year by Brian McGinnis. The park hired a Visitor Use Assistant to help facilitate the visitor's experience and two (2) STEP appointments, two rehires and one new seasonal appointment.

Permanent park staffing as of September 30, 1999 was as follows:

General Superintendent
Administrative Officer
Supervisory Park Ranger
Supervisory Park Ranger
Computer Specialist
Facility Manager
Maintenance Mechanic Supervisor
Mason Supervisor
Mason
Masonry Worker
Motor Vehicle Operator
Museum Curator
Park Ranger
Park Ranger
Park Ranger
Park Ranger
Park Ranger
Personnel Assistant
Facility Management Specialist.
Purchasing Agent
Secretary (OA)
Visitor Use Assistant
Tractor Operator

Property

Park staff made significant headway in updating the park's inventory of property. A number of items thought to be lost were located, nonfunctional items were disposed of through the board of survey process, and inventory lists were updated accordingly. Informal inventory is on the LAN and input will begin in fiscal year 2000. All corrections found in the first formal inventory are being added. All of the scrap and excess property was disposed of.

Procurement

Administrative staff prepared 97 purchase orders totaling \$280,257 during FY1999. Blanket purchase agreements and third-party-drafts were used for purchases totaling

\$101,187. Imprest Fund use was \$1,259.59. GSA Advantage orders totaled \$ 5,350.00. There were seven Requests for Quotations issued which in turn generated six contracts totaling \$83,950.00.

The Purchasing Agent worked with the Facility Manager and the Regional Contracting Office to get the janitorial contract for both parks and with the Horticulturist for the B&J Sweeping contract. Both contracts help maintain cleanliness and safety.

Older non-Pentium computers were replaced using special information management funds. A number of employees were added to the local area network, contributing to one of the park's long term goals.

Training

In the area of employee development, Fort McHenry personnel participated in 1,496.5 training hours, with training costs at \$11,168 (this does not include salary time while at training).

The park worked with Region and the Denver Service Center to put together a training course for contracting officer's technical representatives (COTR) which was conducted in 1999.

Parkwide training was given for the new government credit (NATIONSBANK) cards. All required personnel at Fort McHenry were trained and received their NATIONSBANK cards.

Safety

Park safety officer Rick Apfel attended the NPS/National Capitol Area safety conference. Apfel coordinated CPR training opportunities with local hospitals and conducted training on motor vehicle operations. The park's fire extinguishers were checked and replaced as necessary, fire alarm systems were tested and maintained and fire drills were conducted.

The Area Services division conducted tailgate safety classes. Facility Manager Greg McGuire went to a construction building inspection class. The brick contractor's safety violations were reported to the Denver Service Center. Scaffold inspections were conducted in the Star Fort. A hazardous materials inspection and assessment of park facilities was conducted by Park Service staff from the Northeast Region. NPS employee safety violations were reported to supervisors and the superintendent. Two employees were recertified at the EMT-B level. Five employees were trained in CPR. EMS supplies were ordered. First aid kits were restocked.

The new OWCP internet accident reporting system (SMIS) was tested. All OWCP claims will continue to be recorded on the paper CA-2s until problems with the SMIS system are rectified. The park administrative office maintains all OWCP records.

Historic Weapons & Black Powder Safety

- Completed training and certified five new Fort McHenry Guard members.
- Conducted supervision for 100 living-historians during musket-fire demonstration at Civil War Weekend.
- Conducted supervision for 60 living-historians during musket firing demonstration at War of 1812 Star-Spangled Banner Weekend.
- Repaired three weapons.

PARTNERSHIP

Concessions:

The Evelyn Hill concessions operation provided satisfactory service to its customers in FY 99. Insurance for the operation was in place throughout the year. Required monthly fee payments to the government always arrived well ahead of due dates.

Cooperative Activities

The park supported the activities of the park friends group, the Patriots of Fort McHenry. The Patriots and park staff continued working toward acquiring a building just outside the park boundary as the new visitor center. The Patriots provided support (cash and in-kind services) for the Civil War Weekend, Star-Spangled Banner Weekend, military tattoo ceremonies, and Fort McHenry Guard living history programs. Several new board members were added to the Patriots in 1999.

The National Aquarium in Baltimore has continued a partnership with the park and the State of Maryland to conduct research, clean-up, and restoration of the state-owned tidal wetlands adjacent to the park. Protection of these wetlands enhances habitat used by wildlife found within park boundaries. Bird inventories over the year have identified over 80 species using the marsh in this urban environment. Planning was begun to improve the interpretation of the site from the park seawall trail. The NPS Chesapeake Bay Program Coordinator, Bob Campbell, has been involved with and aware of this partnership.

As noted elsewhere, the park worked closely with Smithsonian historians and conservators on elements of their project to restore the star-spangled banner flag in Washington, D.C. Other cooperators, particularly related to interpretation and education, include the Star-Spangled Banner Flag House, and the National Flag Day Foundation. The superintendent served as an advisor to the Star-Spangled Banner Flag House Association.

The Mid-Atlantic Council of the Telephone Pioneers completed their effort to expand the FM audio loop system to make the park's wayside exhibits accessible to blind and sight impaired visitors. Their initial project to create audio for the waysides leading up to the Star Fort received an award in 1998 from the national Lucent Technologies Telephone Pioneers organization. In 1999, the audio system was extended into the Star Fort to interpret the parade ground structures.

Working through Philadelphia Support Office staff, the park established a cooperative agreement with the Maryland Military Monuments Commission. The agreement was executed at the regional level so that other NPS sites in Maryland can benefit from the cooperative relationship to care for park monuments.

The three summer military tattoo ceremonies honored individuals and organizations that have been valuable partners. John Cook, National Park Service Intermountain Regional Director, was honored for his 43 career. Henry A. Rosenberg, outgoing chairman of the National Flag Day Foundation, was honored for his patriotic work. Gartner Miller was honored for his many years of support to Fort McHenry, particularly as a member of the Fort McHenry Guard.

Fort McHenry cooperated with the Living Classrooms Foundation in support of their "National Historic Seaport of Baltimore," a collection of maritime-related sites around Baltimore's Inner Harbor. The Seaport ran water taxi service to the boat pier attached to the Fort's seawall. The Seaport serves as an excellent opportunity to connect Fort McHenry to the larger maritime context.

The State of Maryland, working with Fort McHenry and other related sites, continues exploring ways to promote Maryland's War of 1812 history in ways similar to Virginia's promotion of Civil War sites. A group continues to develop ways to raise the profile of the state's historical assets including a congressionally supported "Star-Spangled Banner Trail" and to begin preparing for bicentennial celebrations relating to the War of 1812.

Staff provided assistance to the Goucher College Masters in Historic Preservation Program when students in a Preservation Technology class conducted fieldwork at Fort McHenry in the Star Fort.

The superintendent participated in the Baltimore History Alliance, an organization to promote heritage-related tourism within the city. The park was represented on the planning committees for two conferences--the Association of State and Local History (fall of 1999) and the Association of American Museums (fall of 2000).

SUMMARY

As noted in the introduction, 1999 was a successful year for Fort McHenry. A large number of important preservation and visitor services projects were completed or begun. The site continued to enjoy a high profile within the National Park System, the State of Maryland, and the City of Baltimore. An extrapolation of visitor survey results indicate that a large proportion of our 680,000 annual visitors are pleased with their experiences here and almost three quarters achieve an understanding of Fort McHenry's importance to our nation's history. These numbers indicate that we are meeting our operational commitments to keeping the structures and grounds neat and in good repair, plus providing visitors with opportunities to learn and enjoy through guided programs and interpretive media. The NPS enjoys the support of numerous partners, cooperators, and Maryland's congressional delegation. Our employees and many volunteers are hardworking, motivated individuals who are often complimented by the public and our partners.

As is true for all NPS sites, there is still a long, long list of projects that need doing. However, we are pleased that our accomplishments in 1999 were part of a measured, strategic path toward meeting the park's long term goals in support of our agency mission--to preserve Fort McHenry for the benefit and enjoyment of current and future generations.

/s/

Rick Nolan
Acting Superintendent - Fort McHenry NM&HS